



# TWENTY-SECOND AIR FORCE



# STRATEGIC PLAN 2015



DOBBINS AIR RESERVE BASE, GA.



# TWENTY-SECOND AIR FORCE

## TABLE OF CONTENTS

From the Commander. . . . .	3
Units . . . . .	5
Locations. . . . .	6
Goal 1 Readiness. . . . .	7
Goal 2 Mission Support . . . . .	9
Goal 3 Manpower. . . . .	10
Goal 4 Advocacy . . . . .	12
Goal 5 Care for Airmen. . . . .	13
Goal 6 Resource Management . . . . .	16
Goal 7 Continuous Process Improvement. . . . .	17

## IMPORTANT TERMS

ESD – Estimated Start Date  
ECD – Estimated Completion Date

## ABOUT THIS PUBLICATION

The Twenty-Second Air Force Strategic Plan 2015 is a product of 22nd Air Force. For more information, visit <http://www.dobbins.afrc.af.mil/Units/22ndAirForce.aspx> or contact the command section at (678) 655-4517.

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## FROM THE COMMANDER

MAJOR GENERAL

Stayce D. Harris



**T**wenty-Second Air Force's (22 AF's) strategic plan draws from, and directly supports National Security Strategy documents, Air Force strategy, and the Air Force Reserve Vision and Guiding Principles.

Today's rapidly changing geopolitical environment demands that we enable our airmen to innovate and adapt to change. The intent of this strategic plan is to provide Vision, Mission, Guiding Principles, Goals and Objectives that allow our 22 AF airmen to focus effort and resources efficiently and effectively, bringing clarity and context to our achievements as we move towards the future.

### VISION

22 AF will remain a relevant and integrated force, providing leadership and advocacy while meeting dynamic challenges

### MISSION

Provide Combat Ready Forces

AIR FORCE RESERVE COMMAND

### GUIDING PRINCIPLES

1. Combat Ready, cost-effective & experienced force
2. Force with operational capability, strategic depth & surge capacity
3. Viable and relevant force
4. Sustainable, professional military force



# GOALS

**Goal 1 Readiness:** Provide the Twenty-Second Air Force Commander (22 AF CC) a streamlined and value-added Unit Readiness Review process that accurately assesses a unit's ability to meet AF and combatant commander requirements.

**Goal 2 Mission Support:** Provide a conduit for units to address issues pertaining to aircraft, equipment, training, manning, and fleet management.

**Goal 3 Manpower:** Provide proactive expert manpower guidance and assistance to our units enabling a viable, sustainable and professional military force.

**Goal 4 Advocacy:** 22 AF will be responsive and communicate in order to advocate on behalf of our units. In the face of continuing fiscal and manpower constraints, we will advocate with higher headquarters to ensure mission success.

**Goal 5 Care for Airmen:** Grow our airmen personally and professionally.

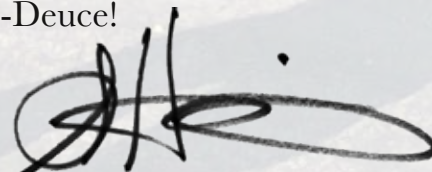
**Goal 6 Resource Management:** 22 AF will carefully manage fiscal and manpower resources to successfully provide combat ready forces. Resources will be managed across the spectrum to ensure all assigned units have the ability to meet mission requirements.

**Goal 7 Continuous Organizational Improvement:** 22 AF will build a culture of innovation which underpins organizational success.

This Strategic Plan highlights objectives that align with our desire to provide combat ready forces, meet global mission demands while supporting our Airmen and their families. Within a climate of professionalism and integrity, our Airmen-our Air Force's greatest asset-will be a ready, relevant and responsive force.

As we continually look for innovative solutions, this plan that will only be productive if every Airman understands it and is engaged in its execution.

Thank you for your service to our nation, our Air Force, Air Force Reserve and 22 AF. I am proud to be your wingman! Go Double-Deuce!



**STAYCE D. HARRIS, Maj Gen, USAFR**  
Commander, 22nd Air Force



# UNITS



22nd Air Force. . . . .	Dobbins ARB, GA
94th Airlift Wing . . . . .	Dobbins ARB, GA
302d Airlift Wing. . . . .	Peterson AFB, CO
340th Flying Training Group . . . . .	Randolph Field, JBSA, TX
403d Wing. . . . .	Keesler AFB, MS
413th Flight Test Group . . . . .	Robins AFB, GA
440th Airlift Wing . . . . .	Pope Field, Fort Bragg, NC
610th Security Forces Squadron . . . . .	NAS-JRB Fort Worth, TX
622d Civil Engineer Group . . . . .	Dobbins ARB, GA
908th Airlift Wing . . . . .	Maxwell AFB, AL
910th Airlift Wing . . . . .	Youngstown ARS, OH
911th Airlift Wing . . . . .	Pittsburgh IAP ARS, PA
913th Airlift Group . . . . .	Little Rock AFB, AR
914th Airlift Wing . . . . .	Niagara Falls ARS, NY
934th Airlift Wing . . . . .	Minneapolis-St. Paul IAP ARS, MN
953rd Reserve Support Squadron . . . . .	Naval Station Norfolk, VA
954th Reserve Support Squadron . . . . .	Scott AFB, IL

# LOCATIONS



934th Airlift Wing  
Minneapolis-St. Paul IAP ARS, MN

914th Airlift Wing  
Niagara Falls ARS, NY

910th Airlift Wing  
Youngstown ARS, OH

911th Airlift Wing  
Pittsburgh IAP ARS, PA

302nd Airlift Wing  
Peterson AFB, CO

954th Reserve Support Squadron  
Scott AFB, IL

953rd Reserve Support Squadron  
Naval Station Norfolk, VA

440th Airlift Wing  
Pope Field, Fort Bragg, NC

913th Airlift Group  
Little Rock AFB, AR

**22nd Air Force**

94th Airlift Wing

622d Civil Engineer Group  
Dobbins ARB, GA

610th Security Forces Squadron  
NAS-JRB Fort Worth, TX

908th Airlift Wing  
Maxwell AFB, AL

413th Flight Test Group  
Robins AFB, GA

340th Flying Training Group  
Randolph Field JBSA, TX

403d Airlift Wing  
Keesler AFB, MS





# READINESS

## GOAL 1

Provide the 22 AF CC a streamlined and value added Unit Readiness Review process that accurately assesses a unit's ability to meet AF and combatant commander requirements.

**Objective 1.1** Establish recurring Unit Readiness Reviews (URR) to assess unit readiness, ensuring they have the personnel, resources, and training necessary to meet mission requirements. Engage with our units and Higher Headquarters (HHQ) to advocate on their behalf when required/requested.

**1.1.1** Based on unit input, develop synchronized annual plans to de-conflict unit readiness planning and execution support requests.

**ESD: March 2015**

**ECD: December 2015**

**1.1.2** Establish procedures for gathering and analyzing readiness data and reports to identify units or programs at risk. Readiness data includes ART, DRRS, SORTS, IGEMS, MICT, etc.

**ESD: April 2015**

**ECD: December 2016**



**1.1.3** Establish procedures that units will use to request Subject Matter Expert (SME) support for readiness exercises, training events, program reviews or to train/mentor unit personnel.

**ESD: January 2015**

**ECD: June 2015**

**Objective 1.2** Provide readiness SME support to enhance unit readiness programs, exercises/training events, processes, performance and reporting when required/requested.

**1.2.1** Conduct unit site visits when requested by unit, group or wing commanders and/or directed by 22 AF or HHQ. Identify and communicate best practices.

**ESD/ECD: Ongoing**

**1.2.2** Provide qualified 22 AF personnel to assist Wing Inspection Teams (WITs) executing readiness exercises.

**ESD/ECD: Ongoing**

**1.2.3** Provide qualified flight examiners for HHQ to help administer periodic flight evaluations.

**ESD/ECD: Ongoing**

**1.2.4** Develop annual plan encompassing unit visits and relevant councils such as Combat Planning Council, Weapons Tactics Council, Mobility Tactics Review Board, and Airlift Allocation Planning Council to ensure NAF is engaged at all levels.

**ESD: January 2015**

**ECD: March 2015**

**Objective 1.3** Support unit commanders with implementing the Air Force Inspection System (AFIS) programs, to include their Commander's Inspection Program (CCIP) as required/requested.

**1.3.1** Engage with HHQ and units on readiness, training, tactics, and standardization/evaluation programs. Provide 22 AF input on relevant policies, procedures, and AFI re-writes.

**ESD/ECD: Ongoing**

**1.3.2** Provide guidance to units conducting annual/tri-annual exercise planning process for compliance with Homeland Security Exercise and Evaluation Program principles as mandated by DoDI 6055.17 *Homeland Security and Evaluation*.

**ESD: February 2015**

**ECD: December 2017**

**1.3.3** Maintain a SharePoint site with information, training aids, readiness documents and program best practices for the 22 AF IGI community.

**ESD: January 2015**

**ECD: TBD**

**1.3.4** Develop a process with HHQ and the units to meet annual, contingency, and emerging mission taskings.

**ESD: January 2015**

**ECD: March 2015**





# MISSION SUPPORT

## GOAL 2

Provide conduit for units addressing issues including aircraft, equipment, training, manning, and fleet management.

**Objective 2.1** Assist unit deployment and redeployment actions for major events and contingencies to ensure necessary personnel and training requirements are completed, as requested.

**Objective 2.2** Represent 22 AF at various workshops, conferences, technical symposiums and development meetings with our units, HHQ, and NAFs.

**ESD:** January 2015

**ECD:** TBD

**Objective 2.3** Establish procedures with HHQs for Deployment Review Board and Mission Identifier processes in order to provide oversight and resource management.

**ESD:** January 2015

**ECD:** June 2015



# MANPOWER

## GOAL 3

Provide proactive expert manpower guidance and assistance to our units to enable a viable, sustainable and professional military force.

**Objective 3.1** Consolidate and communicate HHQ requirements for force structure initiatives.

**3.1.1** Perform actions to realign displaced positions across 22 AF organizations to minimize adverse impacts to service members and retain expertise.

**ESD/ECD:** Ongoing

**3.1.2** Identify, support and communicate manpower requirements.

**ESD/ECD:** Ongoing

**3.1.3** Schedule manpower assistance visits, as requested, to 22 AF wings/units.

**ESD/ECD:** Ongoing

**Objective 3.2** Identification, qualification and utilization of SMEs.

**ESD/ECD:** Ongoing





3.2.1 Establish process to identify and qualify SMEs from across the NAF and command who can be recruited to assist unit requests for readiness exercise support and maintain required databases  
ESD: April 2015  
ECD: April 2017

3.2.2 Establish process with HHQ to ensure utilization of NAF flight examiner qualified personnel.  
ESD: January 2015  
ECD: February 2015







# ADVOCACY

## GOAL 4

22 AF will communicate and be responsive to advocate on behalf of our units. In the face of continuing fiscal and manpower constraints, we will advocate with higher headquarters for our units to ensure mission success.

**Objective 4.1** Develop processes to foster and support new ideas, technological advances, education and training opportunities.

**ESD/ECD: Ongoing**

**Objective 4.2** Actively participate in Air Force Reserve Command's (AFRC) corporate board structure to advocate for units.

**ESD/ECD: Ongoing**







# CARE FOR AIRMEN

## GOAL 5

Grow our airmen personally and professionally. These talented citizen service members contribute to their families, communities and the nation's defense in unique ways, and remain our greatest asset. Multiple demands placed upon them requires resiliency. The AFRC commander's intent is to provide resources to them and their families. 22 AF commits to providing airmen a positive work environment with the resources and support needed to achieve the highest attainable level of balance, performance and mission capability. Professional development plans, a proactive recognition programs, robust mentoring programs, and resources such as the Wingman Toolkit ensure viable, relevant, sustainable and professional airmen.

**Objective 5.1** Professional/Force Development

**5.1.1** Communicate expectations through mentoring programs to facilitate professional growth for our Airmen.

**ESD/ECD: Ongoing**



5.1.2 Work with HHQ to identify career broadening opportunities.

**ESD/ECD: Ongoing**

5.1.3 Establish and communicate an aggressive professional/leadership development program for our NAF leaders.

**ESD/ECD: Ongoing**

5.1.4 Train, mentor, develop, and identify unit members for future career broadening and leadership opportunities.

**ESD/ECD: Ongoing**

**Objective 5.2** Organizational Climate. Foster a culture of respect; hostile-free work environment; zero tolerance of sexual harassment or assault, racial or sexual discrimination.

**ESD/ECD: Ongoing**

**Objective 5.3** Resiliency. Advocate use of the Wingman Toolkit to empower Airmen and their families to sustain healthy, balanced lifestyles using the four pillars of Comprehensive Airman Fitness (physical, mental, spiritual and social). <http://afrc.wingmantoolkit.org>

The Air Force Reserve Yellow Ribbon Program provides members and families with essential resources prior to departure, a level of stability and support while deployed, and successful reintegration techniques after the deployment cycle ends.



### 5.3.1 Physical Fitness

5.3.1.1 Utilize performance measures to achieve unit physical fitness compliance standards and provide resources needed to influence increased individual performance.

**ESD/ECD: Ongoing**

5.3.1.2 Promote physical activities on a recurring basis that promote healthy life choices such as weekly fitness activity, proper nutrition, sleep, relaxation and weight management.

**ESD/ECD: Ongoing**

### 5.3.2 Mental health

5.3.2.1 Provide airmen information to ensure awareness of the Ask, Care, Escort (ACE) tools.

**ESD/ECD: Ongoing**

5.3.2.2 Promote and ensure compliance with Drug Demand Reduction Program and establish programs to leverage substance abuse awareness and care.

**ESD/ECD: Ongoing**







**5.3.2.3** Ensure leadership understands and promotes the availability and use of counseling services for a range of needs, such as immediate mental health assistance, positive thinking and everyday life stressors.

**ESD/ECD: Ongoing**

**5.3.2.4** Develop/participate in educational programs, increasing participation in health screening practices for mental health conditions, cancer and other important screenings.

**ESD/ECD: Ongoing**

### **5.3.3 Spiritual Fitness**

**5.2.3.1** Promote resilience through chaplains, meditation, appreciation and compassion for others.

**ESD/ECD: Ongoing**

### **5.3.4 Social**

**5.2.4.1** Actively encourage participation in a variety of activities through

unit events, base activities, local communities and home life.

**ESD/ECD: Ongoing**

**5.3.4.2** Develop airmen's ability to listen with genuine interest, responsiveness, care and encouragement.

**ESD/ECD: Ongoing**

**5.3.4.3** Develop the education and resource utilization to grow the budgeting skills of airman.

**ESD/ECD: Ongoing**

**5.3.4.4** Actively and continually increase awareness of sexual assault prevention and response capabilities to achieve a zero occurrence rate.

**ESD/ECD: Ongoing**

**Objective 5.4** Reward. Execute a robust awards and decorations program to ensure deserving members are appropriately recognized.

**ESD/ECD: Ongoing**



# RESOURCE MANAGEMENT

## GOAL 6

22 AF must carefully manage assigned fiscal and manpower resources to successfully provide combat ready forces. Resources will be managed across the spectrum to ensure all assigned units have the ability to meet mission ready requirements.

### Objective 6.1 Budget

**6.1.1** Develop an annual budget to support 22 AF's role in providing SMEs from across the command to assist units with readiness training, planning, and execution.

ESD: January 2015

ECD: May 2015

**6.1.2** Develop an annual budget to ensure 22 AF participation at relevant conferences and meetings.

ESD: January 2015

ECD: May 2015

**6.1.3** Develop an annual budget for site surveys, unit visits, and flying currency for 22 AF personnel.

ESD: January 2015

ECD: May 2015





# CONTINUOUS ORGANIZATIONAL IMPROVEMENT

## GOAL 7

22 AF will build a culture of innovation which underpins organizational success. Strategic alignment, processes, data-driven decisions and commander's inspection programs contribute to this environment of success. Leveraging the appropriate tools requires a framework for application of these key ideas. Applying an equation for success brings the needed context.

**Objective 7.1** Strategic Alignment. Conduct recurring strategic planning to ensure 22 AF Vision and Mission achievement. Ensure Commander's Internal Control Measures provide effective oversight and synchronization of unit focus with context.  
**ESD/ECD: Ongoing**

**Objective 7.2** Process operations. Ensure effective employment of process improvement tools to identify critical processes, airman innovations, risk analysis and standardized work implementation opportunities.  
**ESD/ECD: Ongoing**

# EQUATION FOR SUCCESS

## MISSION

PROVIDE  
COMBAT-  
READY  
FORCES

INCREASE

SUCCESS

## STRATEGY

GENERATE  
COMBAT-  
READY  
FORCES

INCREASE

THROUGHPUT

NON-  
MISSION-  
READY  
PERSONNEL  
&  
EQUIPMENT

DECREASE

INVENTORY

ADMIN  
PROCESSES  
&  
TRAINING

DECREASE

COST

**Objective 7.3** Commander's Inspection Program. Improve the Unit Readiness Review process, leveraging unit commander inspection products and various toolsets to achieve effective readiness assessments and maximize success.

ESD/ECD: Ongoing

**Objective 7.4** Data-driven decisions. Grow organizational expertise in effective, data-driven decision making. Ensure leaders understand effective metric/measure relationships in creating and executing effective countermeasure strategies.

ESD/ECD: Ongoing







# AIRMAN'S CREED

I am an American Airman.

I am a Warrior.

I have answered my Nation's call.

I am an American Airman.

My mission is to Fly, Fight, and Win.

I am faithful to a Proud Heritage,

A Tradition of Honor,

And a Legacy of Valor.

I am an American Airman.

Guardian of Freedom and Justice,

My Nation's Sword and Shield,

Its Sentry and Avenger.

I defend my Country with my Life.

I am an American Airman.

Wingman, Leader, Warrior.

I will never leave an Airman behind,

I will never falter,

And I will not fail.



*Thank You  
for your  
Service*

**INTEGRITY ✎ SERVICE ✎ EXCELLENCE**

<http://www.dobbins.afrc.af.mil/Units/22ndAirForce.aspx>